

Message Text

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72

ACTION IO-14

INFO OCT-01 AF-10 EUR-25 ISO-00 AGR-20 AID-20 EB-11 RSC-01

COME-00 TRSE-00 SWF-02 CIAE-00 CU-04 INR-10 NSAE-00

USIA-15 IGA-02 LAB-06 SIL-01 HUD-02 HEW-08 L-03 H-03

OMB-01 DRC-01 /160 W

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R 041155Z APR 74

FM AMEMBASSY YAOUNDE

TO SECSTATE WASHDC 2920

INFO USUN NEW YORK 0406

US MISSION GENEVA 0242

AMEMBASSY PARIS

AMEMBASSY ROME

AMEMBASSY VIENNA

AMCONGEN MONTREAL

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ROME FOR FODAG

PARIS FOR UNESCO

VIENNA FOR IAEA AND UNIDO

MONTREAL FOR ICAO

E.O. 11652: N/A

TAGS: ECRP, CM

SUBJECT: CERP 0008- EVALUATION OF UN ASSISTANCE PROGRAMS

REF: STATE 42239

1. SUMMARY: GENERAL IMPRESSION OF YAOUNDE UNDP MISSION
ACTIVITIES CONTINUES TO BE GOOD. LACK OF STAFF HAMPERS MISSION
IN FULFILLING ALL THE VARIOUS ROLES IT SUPPOSEDLY SHOULD, SUCH AS
COORDINATOR OF ALL EXTERNAL TECHNICAL ASSISTANCE.

NONETHELESS, GIVEN CONSTRAINTS AND LIMITATIONS OF LOCAL
SITUATION, UNDP MISSION IS DOING AS GOOD A JOB AS COULD

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BE EXPECTED.

2. (A) UNDP RESIDENT REPRESENTATIVE IS DEFINITELY FOCAL POINT OF ALL UN AGENCY ACTIVITIES. WHILE SOME INTERAGENCY RIVALRIES PERSIST, THIS DOES NOT REPEAT NOT HAVE A SUBSTANTIAL EFFECT ON OVERALL UNDP PROGRAM. THANKS TO LEADERSHIP OF A PARTICULARLY STRONG RESREP AND HIS COMMANDING CREDENTIALS (FORMERLY MIN OF FINANCE OF DAHOMEY) RELATIONSHIPS BETWEEN GURC AND UNDP ARE EXCELLENT. UNDP RESREP CAN SPEAK FORCEFULLY AND FRANKLY ON ISSUES, EVEN SENSITIVE ONES. GURC ACCEPTS HIS LEADERSHIP ROLE AND GENRALLY LISTENS SYMPATHETICALLY TO HIS ADVICE.

IBRD MISSIONS USE UNDP AS THEIR HEADQUARTERS WHEN IN YAOUNDE. COORDINATION BETWEEN THE TWO IS GOOD. IBRD LOOKS TO UNDP FOR TECHNICAL ASSISTANCE INPUTS FOR IBRD-FINANCED PROJECTS. FOR INSTANCE, IBRD IS CONSIDERING FINANCING DOUALA PORT EXPANSION BUT HAS IDENTIFIED ADMINISTRATIVE AND TECHNICAL WEAKNESSES IN GURC ADMINISTRATION. UNDP IS STUDYING POSSIBILITY OF FINANCING TRANSPORTATION EXPERTS TO BEEF UP GURC ADMINISTRATIVE AND TECHNICAL CAPACITIES TO ENHANCE POSSIBILITY OF SUCCESS OF IBRD PROJECT. IBRD'S CONSIDERING FINANCING SMALL AND MEDIUM SIZED INDUSTRIAL PROJECTS LOOKING TO UNDP FOR TECHNICAL ASSISTANCE INPUTS.

UNICEF WAS NOT INCLUDED IN PRESENTLY APPROVED COUNTRY PROGRAM RUNNING 1972-1976 BUT WILL BE INCLUDED IN NEXT CYCLE. NONETHELESS, COORDINATION BETWEEN UNICEF AND UNDP IS CLOSE AND PROJECTS ARE COMPLEMENTARY. FOR INSTANCE, UNICEF PROVIDES EQUIPMENT FOR THE CUSS PROJECT AND FOR A PRIMARY SCHOOL EDUCATION PROJECT, BOTH IN SUPPORT OF UNDP PROGRAM ASSISTANCE.

(B) UNDP IS GRADUALLY MOVING INTO ROLE OF CENTRAL COORDINATOR OF EXTERNAL TECHNICAL ASSISTANCE. UNDP RESREP CONSIDERS FULL ASSUMPTION OF THIS RESPONSIBILITY AS A GOAL. GURC, WHILE DOING LITTLE TO FURTHER THIS, DOES NOT SEEM TO BE ADVERSE EITHER. STRONGER LEADERSHIP BY GURC, PARTICULARLY MINISTRY OF PLAN, WOULD ASSIST UNDP IN ASSUMING THIS ROLE. THERE ARE, HOWEVER, BUILT-IN CONSTRAINTS TO THIS EFFORT AT PRESENT. FRENCH PROGRAM (FAC) IS MANY TIMES LARGER THAN ANY OTHER SINGLE DONOR AND IT HAS TRADITIONALLY OPERATED ON INDEPENDENT BILATERAL BASIS. EUROPEAN DEVELOPMENT FUND (FED), WHICH IS LIMITED OFFICIAL USE

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SECOND LARGEST PROGRAM, ALSO HAS OPERATED MORE OR LESS INDEPENDENTLY OF OTHER DONORS, PARTICULARLY IN TECHNICAL ASSISTANCE. THERE IS SOME MOVEMENT ON BOTH OF THEIR PARTS TOWARDS A MORE COLLABORATIVE STYLE. BUT, GIVEN SIZE OF FAC AND FED PROGRAMS, IT IS NOT SURPRISING THAT THEY ARE MOVING IN THIS DIRECTION AT THEIR OWN SPEED. UNDP'S ANNUAL REPORT ON TECHNICAL ASSISTANCE FROM ALL DONORS PROVIDES IT A CHANCE TO CANVASS ALL DONORS ON AN OFFICIAL BASIS.

WITH ITS PRESENT STAFF OF THREE IT WOULD BE UNREALISTIC NOW TO EXPECT UNDP TO COVER THE JOB OF COORDINATOR OF EXTERNAL TECHNICAL ASSISTANCE. SEE COMMENTS IN PARA. G BELOW. BUT, ON THE WHOLE, UNDP IS MAKING GOOD PROGRESS IN THIS DIRECTION.

(C) 1972-76 COUNTRY PROGRAM OF \$15 MILLION HAS BEEN APPROVED AND ABOUT \$12.2 MILLION IS COMMITTED TO PROJECTS. A PROGRAM REVIEW WAS MADE IN OCTOBER 1972 AND ANOTHER IS PLANNED TO START JULY 1974. ADEQUATE PROCEDURE FOR ACCOMPLISHING THIS REVIEW HAS BEEN ESTABLISHED STARTING WITH UN FAMILY AGENCY PROJECT-BY-PROJECT REVIEW AND PRODUCTION OF DRAFT ANNUAL REVIEW DOCUMENT. THIS IS THEN REVIEWED WITH GURC AND BILATERAL AGENCIES. PROBLEMS AND PROPOSALS ARE THRASHED OUT. ONE PROGRAMMING GOAL IS TO AVOID PIECEMEAL APPROACH AND TO CONCENTRATE ON AGRICULTURAL SECTOR WHICH ALREADY RECEIVES 35 PERCENT OF UNDP BUDGET. DROUGHT PROJECTS IN THE NORTH WILL ALSO RECEIVE EMPHASIS. AT CONCLUSION OF PROGRAM REVIEW EXERCISE, UNDP SITS DOWN WITH MINISTRY OF PLAN TO MAKE FINAL PROGRAM DECISIONS. UNDP STAFF HAS A CLEAR PICTURE OF HOW PROGRAM REVIEW SHOULD WORK; WITH TIME IT SHOULD BE EFFECTIVE.

(D) BOTH AID AND EMBASSY MAINTAIN CLOSE TOUCH WITH UNDP STAFF WITH RESPECT TO NEW PROJECTS AND ON-GOING PROJECTS OF MUTUAL INTEREST. PERENNIAL PROBLEM OF GOVERNMENT COUNTERPART CONTRIBUTIONS, PARTICULARLY OF PERSONNEL, IS STILL PRESENT. SOME COUNTERPARTS ARE NOT QUALIFIED, OTHERS ARE ASSIGNED LATE. THEY ARE MOVED TOO FREQUENTLY AND OFTEN GOOD ONES, FEELING THEY ARE UNDERPAID, MOVE ON TO OTHER THINGS. DURING A VISIT BY UNDP DIRECTOR PETERSON IN MARCH 1974, THIS PROBLEM OF COUNTERPART TURNOVER WAS RAISED AND GURC IS STUDYING ESTABLISH-LIMITED OFFICIAL USE

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MENT OF SPECIAL STATUS FOR UNDP COUNTERPARTS TO RESOLVE PRESENT DIFFICULTIES.

(F) (EIC) TRIPARTITE REVIEW SYSTEM BETWEEN UNDP, EXECUTING AGENCIES AND GURC WAS ADOPTED AS OF JANUARY 1, 1974. FIRST REVIEW WILL START 1 APRIL 1974. EMPHASIS ON UNDP SIDE WILL BE TO PUT ACCOUNTABILITY FOR PERFORMANCE RESULTS ON NATIONAL COUNTERPARTS. IT IS TOO EARLY TO COMMENT ON EFFECTIVENESS OF THIS REVIEW SYSTEM.

(G) UNDP STAFF CONSISTS OF FOUR PEOPLE: RESREP, DEPUTY RESREP, EEEEEASSISTANT RESREP, AND PROGRAM OFFICERW. DEPUTY SLOT HAS BEEN VACANT FOR THREE MONTHS. A JUNIOR PROGRAM OFFICER SLOT HAS BEEN APPROVED BUT NOT YET FILLED. WITH ALL PERSONNEL ON BOARD, UNDP COULD POSSIBLY FULFILL ITS MISSION INCLUDING THAT OF COORDINATOR OF ALL EXTERNAL TECHNICAL ASSISTANCE. IT WOULD NOT BE EASY. WITHOUT FULL COMPLEMENT OF PERSONNEL, IT

IS IMPOSSIBLE.
MOORE

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